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January 1959

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SUPPORT BULLETIN

FOR INFORMATION OF HEADQUARTERS
AND FIELD PERSONNEL

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This document is part of an integrated
file. If separated from the file it must be
subjected to individual systematic review.

Inside front c

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PURPOSE

The Support Bulletin, published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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NOFORNADMINISTRATIVE OFFICERS'
CONFERENCE

Senior Administrative Officers stationed at headquarters assembled recently for a three-day business conference. This conference, like an earlier one during 1957, was held at a nearby installation and worked through a full agenda of major administrative problems and programs.

A new feature was the final session which was listed on the agenda as "Making the Support Program More Effective" and was aimed at stimulating new ideas for making any aspect of the Support program more effective and efficient. The Deputy Director (Support), who was present for almost the entire conference, chaired this session, which proved very productive.

Two conference sessions chaired by senior officials were particularly stimulating to the conferees. The Chief, WE Division drew on his long and diverse experience with the Organization in discussing "What the Area Division Expects from Its Chief of Support." The Chief, I&R Staff made many incisive observations and frank judgments in pointing out the absolute necessity for teamwork among personnel assigned to various duties.

The agenda included a number of other timely and important topics. Two sessions were devoted to consideration of the objectives and scope of the Financial Management Improvement Program and the role of Administrative Officers in improving financial management by encouraging understanding of:

1. The value of financial property accountability.
2. The advantages and responsibilities of allotment simplification.
3. The need for academic-type training in budgeting and accounting.
4. The why of cost experiments.
5. The use of financial data and reports to assist in the management of operations.

"Administrative Plans and Fiscal Annexes" was the subject of another session and discussion developed a number of significant factors in devising better ways of using these aids to management.

The Chief of the Medical Staff and the Chief of the Psychiatric Division provided a very informative outline of the Psychiatric Program and of procedures for the identification and care of psychiatric problems. The Director of Personnel, aided by two of his staff, led a very informative explanation of the recently developed manpower control system. The new system's increased responsiveness to top management direction and control was emphasized.

In addition, a brief session was devoted to discussion of the Administration Career Service and the matter of selecting officers for senior positions in the Support Services. The Chairman of the Administration Career Service Board led the session, which covered factors bearing on selection, rotation, and development of officers; tours of duty; and, of course, competitive promotion and how it works in the "A" service.

The conference was a success in every way. The high point of the three days was the unanticipated arrival of the Deputy Director, who joined the conferees for dinner and, afterward, an informal but hardhitting discussion of current trends and problems.

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MANAGEMENT TOOLS
THE STAFF STUDY

(As a think-piece for getting decisions on problems.)

Did you ever stop to think that if you have trouble getting decisions from your supervisors it might be due to the way you present the problem for solution? If an assistant is to be of maximum value to his boss, he has to learn to help the boss make sound decisions with a minimum expenditure of time. Fortunately, the assistant doesn't have to spend years experimenting to find an ideal method for presenting problems for sound decisions because one method has already been proven successful by experience: the staff study.

Over the years the formal staff study has been increasingly used for problem-solving at the policy level. One reason for this is the very nature of the staff-study format, which requires carefully organized thinking in a logical pattern. A good staff paper shows that this approach has been used in the development of the study; a poor staff paper shows too often the results of trying to fit a poorly organized study into the staff-paper format. The staff-study technique is an ideal "think-piece" mechanism for solving problems and presenting solutions orally or in a memorandum as well as in a formal staff paper.

Here is the method for applying straight, logical thinking to a problem and coming out with a sound decision by using the techniques required by the staff-study format.

1. THE PROBLEM

Be sure you have a clear statement of the problem. This is vital! (It has been said that a problem well defined is half solved.) When you get a problem from a higher echelon, don't be afraid to go back for more information to clarify it, if necessary. Don't state the problem as, "Study the organization of the 'X' branch and other

similar branches and make recommendations for improvements." The problem may be stated as a mission, such as, "Determine the best type of organization to carry out the 'X' branch's functions." However, frequently the best and simplest way is to put the problem in the form of a question such as, "What is the best type of organization for the 'X' branch?" You may find after you have developed and analyzed the facts that the problem isn't quite what you originally thought it was and should be restated.

Keep the statement of the problem concise and specific.

2. Making ASSUMPTIONS

Assumptions must be based on fact but need not be proven. Use assumptions only if you need them for a logical discussion of the problem.

3. Gathering and presenting FACTS

Gather all the facts that bear on the problem but present only the important ones. (Pertinent details can be put in annexes.) Resist the temptation to put in interesting information that shows the boss how much work you've done on the problem but doesn't *directly* bear on the *solution* to the problem. If important enough, put this information in a separate memorandum.

4. DISCUSSION of the facts

The discussion section of the study is the place to analyze the facts in a way that will lead to reasonable conclusions. The advantages and disadvantages of alternative courses of action should be weighed in thinking through the problem, but it is not necessary to list them all in the paper. Screening is as important in discussion as in facts. Include only pertinent discussion, to accent the facts that have a definite bearing on the problem and help sell the logical solution.

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5. Drawing CONCLUSIONS

If the paper is short, the conclusions may be obvious and need not be stated. Conclusions should result from a reasoned judgment of the effects and implications of the essential facts pointed up by discussion, and should logically lead to recommendations for action by the supervisor.

6. RECOMMENDATIONS for action

Recommendations should provide a clear-cut solution to the problem and permit a simple approval or disapproval. State exactly who is to take the action that is to be approved.

7. COORDINATION of the study

When the boss receives a staff study, he wants to be sure that it represents the views of every component having an official interest in the problem or directly involved in carrying out the recommendations. This doesn't mean that the paper should be diluted to the point of the least common denominator of agreement. Dissent can sometimes prove valuable and may lead to improvements in the paper without changing the basic proposal for action.

Be sufficiently flexible so that you can yield on unimportant details without compromising on principle.

Whenever possible deal directly with those who have authority to concur. However, be sure that in developing the study you have paved the way with others who have an official interest in the study.

Remember that the staff study was developed to produce clear logical thinking and a standard format for formal presentations. As an aid to sound decision-making, the use of its format and the techniques required in its development have a much broader application. Regardless of the level at which you operate, regardless of whether you are staff or line, you can use the techniques required by the development of a staff study to your advantage in solving problems and getting prompt sound decisions.

DIRECTED ASSIGNMENT

Directed assignment means that the Organization makes the final decision from among the alternatives that exist in the assignment of an employee. It follows that this decision will be accepted not only by the employee but also by all supervisors in the gaining and losing components. The authority for making directed assignments is part of the authority granted to the Director as the head of a Federal agency.

It is certainly to the interest of the Organization to have an assignment accepted wholeheartedly by the employee; thus his views and preferences should be solicited and carefully weighed before the final decision is made.

Accommodating the personal preference of an individual regarding his assignment is of course desirable but we all know that our worldwide and constantly increasing demands for personnel cannot be met through a wholly voluntary assignment system. Recognizing this, Heads of Career Services are authorized to direct the assignment of members of their services.

Directed assignment also means that appropriate authority must from time to time be used to remove an individual from an office or place an individual in a particular position over the protest of the chief of the unit or Career Service. Deputy Directors may appeal such actions to the Director or the Deputy Director of the Organization who will make the final decision.

The Director has stated that having the right person in the right place at the right time is essential to the successful accomplishment of our mission. He has directed that those officials who are responsible for administering our Career Service program devote their efforts to achieving this objective, but in so doing they give full consideration to the capabilities, interests and the personal circumstances of the individual employee.

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**BETTER FINANCIAL ADMINISTRATION
THROUGH REPORTS**

Much has been said about cost-based budgeting in the Organization and the commitment to prepare such a budget for fiscal year 1962. Up to now, less emphasis has been placed on another and equally important requirement of Public Law 863 which is, "For purposes of administration and operation, such cost-based budgets shall be used by all departments and establishments and their subordinate units."

To implement these requirements the Organization plans to have the operating budgets for fiscal year 1960 submitted on a cost basis. If we are to follow through and test the effectiveness of our cost system in serving the "purposes of administration and operation," we must have a reporting system that furnishes management-type information.

Since top management spends most of its time in considering the future, our historical cost data are of value primarily in providing insight into the future. The Cost-Center Report currently issued by the Comptroller is being developed to provide such information. This report is designed to serve two requirements of operating management:

1. A device whereby actual operating costs can be compared with planned costs, and
2. Financial data that will assist Operating Officials in making decisions concerning the future use of resources.

With such information, management is in a better position to control operations and the use of allocated resources. Let us review the current report and see if it serves these management requirements. The report format is as follows:

Cost Center	Obligations			Fund Expenditures	Total	Project/Admin. Limitation
	Funds	Property	Total			
(1)	(2)	(3)	(4)	(5)	(6)	(7)

The columns of the report furnish the following information:

(1) Cost center — The first line gives the name of the unit (organizational, project, activity) selected for the purpose of accumulating costs that can be identified with a single management responsibility. The second line gives the cost-center or account number used for identification and machine accounting purposes.

(2) (3) (4) Obligations — Although allotments of obligating authority are made at higher levels, each allottee delegates a part of his authority to lower operating levels to expedite the conduct of operations. Therefore, information must be made available at the cost-center level to enable management to review and control the use of the obligating authority that has been granted by the Director. When the Organization changes to

a cost-control basis, obligations by cost center will be dropped from the report.

(5) Fund expenditures — This column reflects the extent to which the fund obligations shown in column (2) have been liquidated. By analyzing the difference between these columns, management can check on unpaid bills, undelivered orders, and the validity of unliquidated obligations.

(6) Total cost — This column reflects the cost of services and property recorded against the current-year authority or limitation as shown in column (7). The cost column in the current report does not reflect true cost (the value of goods and services consumed during the period) because the accrual aspect of the cost accounting system will not become effective until 1 July 1959. For example, personal services that have been rendered through the end of the month but have not

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been paid for are not now being shown as cost until payment is made. The accrual aspect will show unpaid salaries as cost. However, the column does have a value in having operating personnel become familiar with cost data and in comparing the cost against total authorization (column 7) to evaluate progress and use of resources.

(7) Project administrative limitation — This column shows the dollar limitation placed by the Project Review Committee or other administrative authority on projects, organizational units, or other activities. Its present use is to enable management to compare the use of obligating authority as reflected in column (4) and the accumulation of costs as reflected in column (6) with the approved limitation. Through such a comparative review, management is enabled to take action to correct unfavorable trends or to adjust authorities to use resources. Beginning with fiscal year 1960, the approved operating cost budget limitation will be shown in this column and will serve as the control with which management will compare accumulated costs.

The Cost-Center Report is the Comptroller's tool of communication to management for comparative and decision-making purposes. Does the report serve your needs? Only you, the user, can tell the Comptroller. Your comments and suggestions are welcome at all times and are especially requested during this developmental stage.

HONORS AWARDED TO ORGANIZATION PERSONNEL

In the last 10 years 180 honor awards — medals, decorations, and certificates — have been awarded to Organization personnel in recognition of their service with the Organization. This includes 83 civilian awards, 55 military awards, and 42 awards from 9 different foreign countries. The military services and other departments of Government recognized achievements of our personnel be-

fore the establishment of the Organization Honor Awards Program in 1953; thus our cumulative list of honors, which is maintained by the Honor and Merit Awards Board, goes back 11 years.

In 1953 the Director approved the creation of our four medallions, two for valor — the Distinguished Intelligence Cross and the Intelligence Star — and two for service or achievement — the Distinguished Intelligence Medal and the Intelligence Medal of Merit. The Certificate of Merit which is accompanied by an honorarium of \$100 was created in 1956 to recognize superior performance of duty, especially at the junior level. In August 1958 the Director approved another award for outstanding performance, the Certificate of Merit with Distinction, which is accompanied by an honorarium that may range from \$200 to \$5,000. (See Support Bulletin 11, July-August 1958.) Listed below is a breakdown of the 70 Organization awards and the 55 military awards which have been made through 30 June 1958 to individuals associated with the Organization.

ORGANIZATION HONORS

AWARDS	NUMBER AWARDED
Distinguished Intelligence Cross	0
Intelligence Star	6
Distinguished Intelligence Medal	17
Intelligence Medal of Merit	38
Certificate of Merit with Distinction	0
Certificate of Merit	9

MILITARY AWARDS

AWARDS	NUMBER AWARDED
Navy Cross	1
Distinguished Service Medal	1
Silver Star	2
Legion of Merit	8
Distinguished Flying Cross	2
Soldiers Medal	5
Bronze Star	9
Air Medal	15
Commendation Ribbon	12

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LANGUAGE PROGRAM PROGRESS
REPORT

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The Director of Training recently summarized the Organization's progress to date in the Language Development Program. Highlights of his report will be of interest to readers everywhere.

This Organization has scored first in the development of a large-scale but workable program of monetary incentives for the achievement and maintenance of language proficiency, he said, although [REDACTED] have paid bonus stipends for language proficiency, on a small scale, and the Soviets also are probably paying language bonuses.

This program was launched officially on 4 February 1957. Language training has been conducted in the Organization since its beginning, and hundreds of people have studied languages at posts abroad, but the initiation of this program marked our first systematic effort to encourage widespread achievement and maintenance of needed language proficiencies, stressing the *voluntary* participation of all employees.

Our emphasis on the voluntary aspects of the program is still unique, and it is in its voluntary features that the greatest progress has been made. By 1 November we had taught 1,035 students in 190 courses, in 17 different languages, all during *non-duty* hours. 91 staff employees had volunteered to work overtime as language instructors, and another 20 as test developers, in connection with the program. And you will recall that the awards for language learning achieved voluntarily on the individual's own time are twice the amounts paid for achievement during duty hours.

A quantitative measure of progress to date is reflected in the following statistics. (For comparative purposes two sets of dates are used: the 12-month period preceding the start of the program, 4 February 1956 to 4 February 1957; and the most recent 12-month period, 1 November 1957 to 1 November 1958; indicated below as 1957 and 1958.)

	1957	1958
Total students in all hq. language training	590	1,545
Total number of courses conducted	144	306
Number of languages studied	27	31

Through the Language Qualifications Register, Organization management can now obtain accurate and timely information on the language skills available. We can tell, often within a matter of minutes, *who* and *how many* have *what degree of skill* in what languages, and *where* they are. Or we can answer such questions as: who can speak Mandarin Chinese? Who can teach trade-craft in French? What languages can employee "X" translate? Is either A or B fluent in Spanish? How recently were they tested?

By 1 November approximately 80 percent of all Agency employees had filed a Language Data Record, Form 444c, for inclusion in the Register, and about 60 percent of these claimed some degree of competence in a total of 113 languages. Of those claiming competence, 1,346 had been tested by 1 November, in 34 languages. Results of the testing program to date show a very gratifying correlation between claimed skills and tested skills, but our goal is a Language Qualifications Register which will include all Organization personnel, and which will be based entirely on tested skills.

The program has cost less than was expected, for three major reasons: (1) it has been an outstanding team effort, with volunteer instructors making it possible to do internally much of what we had budgeted to do at other institutions; (2) fewer staff employees than were expected have requested the kinds of language training we had planned; and (3) the cost of Achievement and Maintenance Awards has been far less than anticipated. Original estimates were based upon an analysis of the self-declared language proficiencies listed by staff employees in their

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Personal History Statements. The Language Data Record, Form 444c, which warned of tests to come, has proved to be a source of far more accurate data, and employees simply have not qualified for awards in the numbers expected. By 1 November, 839 awards had gone to 575 people in 25 languages, at a total cost of \$101,350.

Generally speaking, the right people are studying languages in increasing numbers, and the Organization's aggregate competence is gradually increasing at modest cost. The data suggest, however, that we still have a long way to go in tooling up language qualifications to the levels the Organization should possess. It is hoped that the present momentum of the Language Development Program will continue, and that all employees will be encouraged to take advantage of the unique opportunities it affords, to their own and the Organization's advantage.

NATIONAL SERVICE LIFE INSURANCE APPLICATION FOR TOTAL DISABILITY INCOME PROVISION

A recent announcement by the Veterans Administration makes it possible for holders of World War II National Service Life Insurance (NSLI) to obtain the new Total Disability Income Provision rider (TDIP) by meeting certain physical requirements. This article is written to *informally* advise Organization employees who presently do have NSLI of some of the benefits of the new rider and to let them know the procedure to obtain them. All official information must of course be obtained from the Veterans Administration.

TDIP has been available for a long time, so some policy-holders may already have it on their present NSLI contract (the extra charge being a part of the present premium), but others may never have applied for it. The new liberalized rider may be obtained by both these categories of veterans.

Whether you have the old type on your present contract, or have never had it, each policy-holder who wants to obtain the benefits of the new rider *must* make a *new application* in the manner stated below. Remember if you do not now have NSLI in force, you may *not* make application for this rider.

The old TDIP rider provided for payment of \$5 per month for each \$1,000 of insurance in force, this payment to commence after the insured had been continuously totally disabled for a period of six months or more. The new rider provides for the monthly benefits to be increased to \$10 for each \$1,000 of NSLI in force. For example, if a veteran had \$10,000 in force with the TDIP rider added, after he had been continuously totally disabled for six months or more he could receive payments at the rate of \$100 per month for as long as he remained totally disabled. The old rider, in this example, would have provided \$50 per month.

The rates for this rider are based on each individual case so that it is not possible to furnish any rates in this article.

Applicants who are under age 41 may use the nonmedical form in applying, which includes a health statement to be filled out by the individual and does *not* require a physical examination. Those who are age 41 or older must use the medical form requiring a physical examination, which may be made by medical officers in active service with the Army, Navy, Air Force, Marine Corps, or Coast Guard, or physicians of the U.S. Public Health Service, for those entitled, or may be made free of charge by a full-time or part-time salaried physician at a Regional Office or hospital of the Veterans Administration, or may be made at the applicant's own expense by a physician licensed for the practice of medicine by a State or Territory of the United States or the District of Columbia who is not related to the applicant by blood or marriage, associated with him in business, or pecuniarily interested in the granting of this insurance.

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INTERCHANGE OF SOCIAL SECURITY
AND CIVIL SERVICE RETIREMENT
CREDITS

The AFL-CIO Government Employees Council has indorsed proposed legislation permitting an interchange of credits between the Social Security System and the Civil Service Retirement System.

This legislation, originally sponsored in 1956, continues to loom as something which stands an excellent chance of passage by Congress.

It would benefit Government — by making the Federal service more attractive.

It would benefit employees — mainly by giving them additional survivorship insurance during their first years of Government service.

Its cost presumably would be small, and perhaps could be handled without direct appropriation.

And it would not involve so-called "coordination" of Social Security and the Civil Service Retirement System, a formula once determinedly pushed by the Eisenhower administration, but strongly opposed by Federal worker organizations.

It would have, however, a principal objective of coordination by extending survivorship protection to short-term Federal employees.

And for this reason, the plan may be opposed by the Health, Education, and Welfare Department which still clings to the coordination dream.

In practice, this plan would stop short of a true interchange of credits between SS and CS Retirement System.

The flow of funds would be down a one-way street — from the CS System to Social Security, but never in reverse.

Here is how it would work:

A new employee entering the Federal service would be under the Civil Service Retirement System, just as he now is. He would pay 6.5 percent of his base salary into the CSR Fund.

But if he left Government within 5 years, he would not get the present full rebate of all money he had paid into the Fund. Instead, there would be deducted from his rebate whatever was necessary to give him Social Security coverage for the period of his Federal service. This would go to build up his eventual Social Security pension at 65.

If the employee died within his first 5 years of Federal service, his survivors would get Social Security survivorship benefits. The Retirement Fund would reimburse SS for the total cost of these benefits. This would be the only direct charge against the Fund.

At present, Federal employees aren't eligible for survivorship benefits until they complete 5 full years under the CSR System.

Thus, the new plan would fill a major gap.

In effect, it would mean that Government, as an employer, would begin giving its own employees the same survivorship protections it already requires by law for non-Government workers.

The formula also could benefit certain elderly people.

Example: A woman is widowed at 60 and goes to work for Government. At 64, she is forced to leave. Under present law, she would get no retirement benefits from her Federal service. Under the new plan, however, her wage credits would be transferred to Social Security in exchange for benefits from that system.

The plan just possibly can win administration support.

Its prospects are better than you might suppose.

WITHDRAWAL OF VOLUNTARY
CONTRIBUTIONS TO THE
RETIREMENT FUND

The Civil Service Retirement Act permits employees to buy extra retirement annuity by making voluntary contributions in addi-

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tion to the 6½ percent regularly deducted from their pay. These contributions must be made in multiples of \$25 and the total may not exceed 10 percent of the total basic pay received since August 1, 1920.

Until recently employees were not permitted to withdraw their voluntary contribution accounts unless they left Government service or transferred to positions not covered by the Civil Service retirement system. A new law enacted during the last Congress removed this prohibition. The new law recognizes that an employee's needs may change after he has made voluntary contributions, so it now permits him to elect to take a lump-sum refund of any voluntary contributions he has made. An employee who exercises this option must withdraw his total voluntary contribution, not just a part of it. He may request the payment at any time, and interest on the refund of voluntary contributions will be paid at the rate of 3 percent compounded annually to the date that the Civil Service Commission authorizes payment or date of separation from Government service, whichever is earlier.

An employee who elects to take a refund may not make further voluntary contributions while he continues in Government service. However, if he becomes absolutely separated from Government service and is later reemployed, he regains eligibility to make voluntary contributions.

Voluntary contributions should not be confused with (1) deposits made to cover periods of service for which retirement deductions were not made, (2) redeposits to cover periods for which deductions were made and later refunded, or (3) regular contributions deducted from salaries of employees. The money held in the Retirement Fund for an employee under any one of these three categories is refundable only when an employee leaves Government service and applies for a refund at least 31 days before the earliest commencing date of any annuity payment to which he is entitled.

IDEA OF SCUTTling DIRECT PAY SYSTEM GOES INTO DISCARD

A plan to have the Government stop direct salary payments to its employees in the form of cash and checks has been abandoned as "impractical."

A study of the proposal was ordered earlier this year by the House Appropriations Committee after one of its members had the idea that considerable savings could be made if the Government transferred lump sums to commercial banks which in turn would make salary payments to the 2.4 million employees.

The study group conceded that the proposal might save some time and money for Uncle Sam but it doubted whether it would be worth the inconvenience to his employees.

Besides, the cost of writing checks has declined steadily as Treasury's Disbursements Division has become more efficient. The agency has installed costly new electronic equipment to speed up check-writing. It will write an estimated 265 million checks this year, or more than a million for each working day.

A MANAGEMENT ASSET AVAILABLE TO OPERATING OFFICIALS

One year ago, a special Governmentwide suggestion campaign, called "Crash Request for Ideas," brought in more than 4,000 proposals from personnel of this Organization in 10 days. Consider for a moment: One request brought over 4,000 positive replies in 10 short days, broken by Christmas and New Year holidays.

This one special campaign produced over 50 new ideas which warranted attention and action; 50 new ideas, never before considered and yet sufficiently important to be given consideration in the nation's highest offices.

The Suggestion Awards Committee, accustomed to studying new employee suggestions every day, was pleased with the success of this special operation and delighted with the dramatic demonstration of the vast po-

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tential of mental wealth available in this Organization. Every responsible official of this Organization can see in this incident the fact that, individually, he has at his disposal a magnificent resource which can be focused on his own special problems.

This proven supply of brain power is available and ready. Again and again proof of this usable resource is spotlighted briefly in outstanding suggestions and awards. Yet, the full potential of this valuable "Management Asset" has not yet been fully exploited; this Organization has an unlimited capacity to absorb valuable improvement ideas. Effective supervisory use of the Suggestion Awards Program by the Operating Officials will bring benefits to the entire Organization.

FUND DRIVE REPORTS UNITED GIVERS FUND

The 1958 campaign for the United Givers Fund was concluded during the month of November and, once again, Organization employees exceeded the dollar goal for this campaign. We set our goal at \$100,000, basing it on last year's contributions of \$97,650. Donations this year were \$104,740 — 104.7% of the goal. The United Givers Fund assigned to us the same quota as in 1957, \$80,000. Last year we pledged 115% of that quota; this year's pledges are 131% of that quota. In addition to oversubscribing the dollar goal, our employees achieved a high rate of participation with 95% of headquarters employees contributing to the UGF.

PUBLIC SERVICE AID SOCIETY

This was the third year in which headquarters employees have been solicited for contributions to the Public Service Aid Society. The drive emphasized participation rather than substantial donations and 76% of headquarters employees contributed. Based on last year's collection of \$10,912, we established \$12,000 as this year's goal for headquarters. Collections have totaled \$15,329.29 — 126% of that goal. The second annual drive among field personnel is still in progress.

At an awards ceremony held on 11 December, campaign workers were presented with certificates in recognition of their efforts and the success of both fund drives. The consistently warm response of our employees to these solicitations is gratifying.

COMPTROLLER GENERAL DECISION AFFECTING USE OF ANNUAL LEAVE IN LIEU OF SICK LEAVE

A recent decision (B-137531) by the Comptroller General of the United States reaffirmed prior rulings to the effect that retroactive substitution of annual leave for regular sick leave is not authorized under existing law. Once regular sick leave has been requested by an employee and granted to him it is not subject to change. This does not revise the rule that annual leave may be granted to cover absences caused by periods of illness, provided the employee requests annual leave to apply. The recent decision referred to above does not affect earlier rulings that an employee may liquidate *advanced* sick leave by requesting a charge against an equivalent amount of annual leave, provided this annual leave is charged prior to the time it would be forfeited as a result of leave-law limitations on the amounts of leave that may be accumulated.

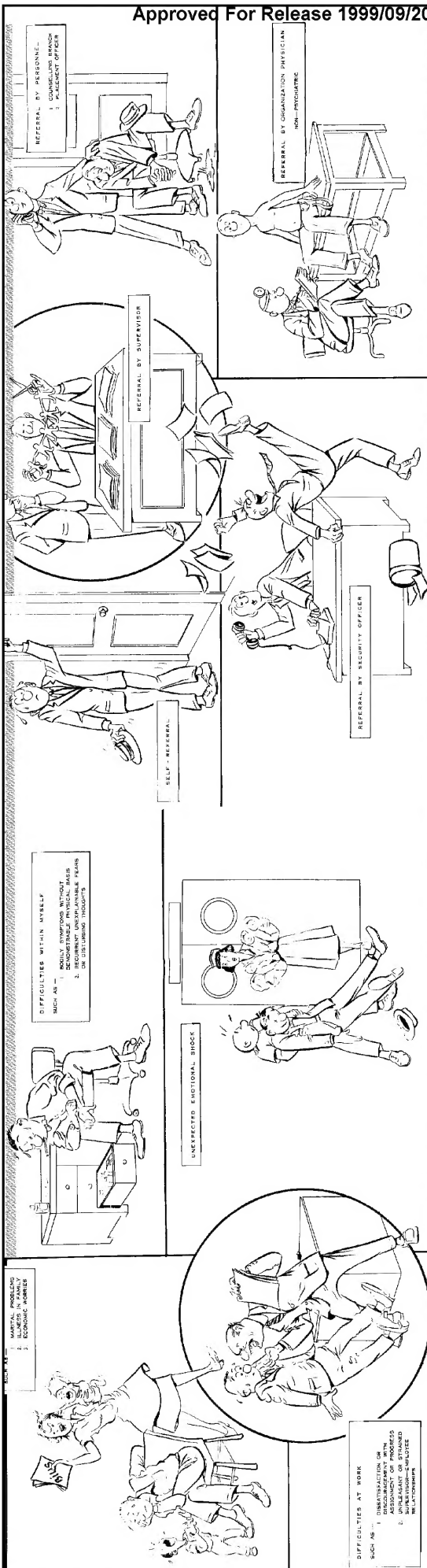
RETIREES

A recent Civil Service study revealed this breakdown of every 100 employees who retire:

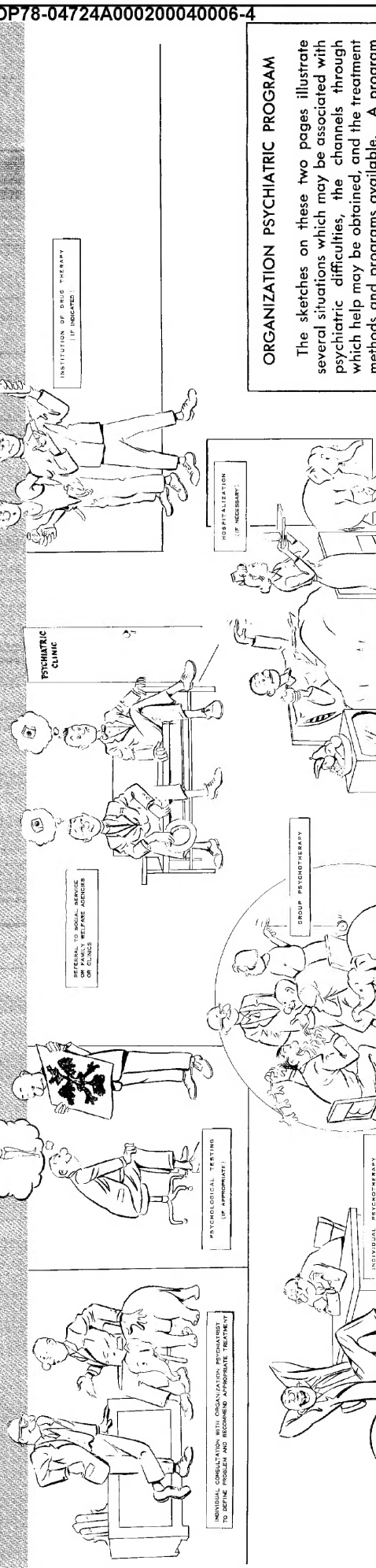
- 12 retire after reaching 55, with at least 30 years of service, at a reduced annuity;
- 29 retire after 60, with 30 years;
- 16 retire after 62, with 15 years;
- 5 retire after 62, with 5 years;
- 8 retire because they have to at age 70;
- 29 retire because of disability, and 1 retires because he's laid off.

The average age at retirement is 62 with 26 years of service and on an average annuity of \$196 a month.

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METHODS OF RECEIVING PSYCHIATRIC HELP



ORGANIZATION PSYCHIATRIC PROGRAM

The sketches on these two pages illustrate several situations which may be associated with psychiatric difficulties, the channels through which help may be obtained, and the treatment methods and programs available. A program

Approved For Release 1999/09/20 : CIA-RDP78-04724A000200040006-4

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Approved For Release 1999/09/20 : CIA-RDP78-04724A000200040006-4